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July 30, 2003

Mr. Neil G. Price
Contracting Officer
Regional Center for Southern Africa
United States Agency for International Development
Plot No. 14818 Lebatlande Road
Gaborone West, Extension 6
Gaborone, Botswana 2170

RE: Contract No. LAG-I-00-99-00036-00, Task Order No. 805
UI Project 06967-006, Long-Term Local Governance Program, Zimbabwe
Quarterly Task Order Progress and Cost Report, April to June 2003

Dear Mr. Price:

Please find enclosed the *Quarterly Task Order Progress and Cost Report, April to June 2003*, Long-Term Local Governance Program, Zimbabwe as required under Section F.12 of the above referenced contract.

Please direct any technical questions to Mr. Barry Reed, CoP, UI/Zimbabwe 263-4-739-945 or E-mail at barry@urban.co.zw. Questions of a contractual nature should be addressed to me at 202-261-5396.

Sincerely,



Maria C. Andrade-Stern

Enclosures

cc: Mr. Eliah Tafangombe (CTO, USAID/Zimbabwe)
Mr. Dale Gredler (CTO, USAID/Washington)
Mr. Barry Reed (CoP UI/Zimbabwe)
Ms. Rebecca Lawrence (UI/Washington)
USAID Development Clearinghouse
IAC Deliverables File (06967-006)

**QUARTERLY TASK ORDER
PROGRESS AND COST REPORT**

APRIL TO JUNE 2003

**LONG-TERM LOCAL
GOVERNANCE PROGRAM
ZIMBABWE**

Prepared for



Long-Term Local Governance Program in Zimbabwe
United States Agency for International Development
Contract No. LAG-I-00-99-00036-00, Task Order No. 805

Prepared by

Barry Reed
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July 2003
UI Project 06967-006

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ATTACHMENT: Cost Report

QUARTERLY TASK ORDER PROGRESS AND COST REPORT

APRIL TO JUNE 2003

LONG-TERM LOCAL GOVERNANCE PROGRAM: FOLLOW-ON TO THE PILOT PROGRAM ON LOCAL GOVERNANCE IN ZIMBABWE

Task Order No.:	LAG-I-00-99-00036-00, TO No. 805
Date of Issuance:	June 5, 2001
Amount Obligated Under Task Order:	\$ 1,969,264
Total Potential Task Order Amount:	\$ 2,908,171
Dollars Expended To-date:	\$ 672,215
Key personnel:	Mr. Barry Reed, UI/Harare, barry@urban.co.zw , 263-4-252 787/8/9 Ms. Rebecca Lawrence, UI/Washington, Rlawrenc@ui.urban.org , 1-202-261-5764

Task Order Description

This Task Order supports a program to assist local authorities in Zimbabwe to implement mechanisms for improving local governance. The program will: provide small grants to local civil society organizations (CSOs), technical assistance (TA) to local authorities in more accountable financial management practices, train local authorities and CSOs in participatory local governance, and develop restructuring action plans for local government operations, particularly to improve own-source revenue generation and restructure council debt.

I. HIGHLIGHTS

The highlights of the second quarter of 2003 include the following:

- Facilitated preparation of strategic plans for the Town of Chipinge and the City of Gweru with stakeholder participation.
- Facilitated and presented at new councilor orientations for Town of Chipinge and Mutoko Rural District Council (RDC).
- Determined CSO grant recipients for Chipinge and met with them to finalize activities, schedule and contract.
- Advertised for CSO grants in Mutoko; received 23 applications.
- New staff started work; staff retreat held to begin team building for new staff and Pilot Program (PPLG) consultants.
- Chief of Party held introductory meeting with Ambassador.



- Made a round of visits to the new cities for Long-Term Local Governance Program (LLGP).
- Submitted draft workplan for review.
- Developed comprehensive strategy to assist local authorities with implementation of PROMUN.

II. PROGRESS OF MAJOR ACTIVITIES

This quarter saw both continued start-up activities for the LLGP and the beginning of actual programming. Toward the end of the quarter, several permanent staff began working with the project.

Strategic Planning Activities

In April UI consultants Dr. Ramson Mbetu and Agnes Zhou facilitated the Ministry of Local Government, Public Works and National Housing's (MLGPWNH) second workshop for Urban Councils on strategic planning. The MLGPWNH has required each urban council to prepare a new strategic plan following ministry guidelines and a proscribed format. The process should include significant stakeholder involvement. Dr. Mbetu and Ms. Zhou helped elaborate the new scheme and brought many of UI's concepts on stakeholder participation and involvement into the approach.

As a result, Gweru, Masvingo and Chipinge (Gwanda had already asked and received help on this in Quarter 1, 2003) asked for UI's assistance in preparing their plans. UI facilitated an initial session for Gweru on May 6-9 and a report back and final session on June 4-6. UI facilitated the initial session for Chipinge on May 12-15; they have scheduled a report back and finalization session for mid-July. Masvingo scheduled a session for May 14-15, but cancelled at the last minute due to a funeral and have not yet rescheduled. Kariba contacted UI toward the end of the quarter for assistance and during the month of July an attempt to assist them, as needed, will be made. These sessions involved stakeholders in determining government spending priorities for the next year or more and also outlined a realistic system for measuring progress. To ensure that the broader community is aware of the priorities of each Local Authority, a public unveiling of the document has been discussed with each pilot city.

Local Authority Training

On May 14-15, UI in conjunction with the Manicaland District Administrator facilitated an orientation session for new Councilors with the Town of Chipinge. A similar orientation was facilitated for new Councilors of Mutoko RDC on May 19-21. UI will participate in a new councilor orientation for Chipinge RDC during the first week of August.

The process of training needs assessment is underway in several of the pilot cities and will be expanded to the new cities in the next quarter. Mutoko RDC has already provided a complete list of training they would like as a result of an internal needs assessment.

UI also worked with UCAZ on their efforts to start a local government training institute. COP Barry Reed attended their working group meeting on this in April; UI funded a follow up meeting to finalize plans and designs in May. COP Barry Reed and Thandi Mlobane attended the UCAZ stakeholder conference on the

subject at the end of May, and Mr. Reed attended the unveiling at Victoria Falls in June at the Urban Councils Association (UCAZ) Annual General Meeting (AGM). UI plans to work with the UCAZ Institute to facilitate some of the LLGP's training programs and to develop usable models for Zimbabwean local governments. UI hopes to cooperate in the spring(Zim)/fall(US) on training sessions for newly elected councilors.

CSO Grant Program

In April, the Mutoko RDC approved placement of the ad for their CSO grant program. A training session was subsequently held for their staff, to make them more able to answer questions from the CSO's. Then, UI staff held a training session for the CSO's and on May 19; 23 applications were received. Staff began the review process and grant presentations are anticipated in July or the first week of August. This also provides an excellent basis for future technical assistance to the CSO community as well as arranging a CSO roundtable.

In May, UI received USAID approval of our strategy on the Chipinge grant awards. Upon the arrival of Senior CSO Development Specialist Patricia Mushayandebvu (on June 2), UI began the follow up process to finalize the grants and activities and prepare grant agreements. A team visited Chipinge on June 24-25 to begin the finalization process. Ms. Mushayandebvu has another trip scheduled for July. She has also begun developing a technical assistance strategy for local CSO's in Chipinge.

Local Authority Financial Management Improvements

Burgert Gildenhuys traveled to Zimbabwe in April and, with Israel Ndlovu, finalized a strategy for assisting both the pilot and new cities to fully implement PROMUN. The team met with the Treasurer of Kwekwe, Medaldo Matthias, who will spearhead a team to provide technical assistance on this effort. In Q3 the scope of work for Mr. Matthias and his team will be finalized, and they will begin work in the pilot cities.

The Town of Chipinge does not have a computerized financial management package. A UI team visited them for an assessment of their needs and UI will assist them in starting a system. UI has also begun a similar analysis for Chipinge RDC and Mutoko RDC.

UI also started on efforts to improve credit worthiness in pilot cities by assisting them to implement the recommendations from their recent credit rating analyses. Progress has remained slow because USAID has not provided UI with the individual LA reports and recommendations. Instead, UI must acquire them from each individual LA and communication difficulties hinder this process. As those reports are received, UI will work with each pilot city (and later, the new cities) to develop a strategy for implementing the recommendations.

New Cities

UI received verbal approval from USAID on the new cities for the LLGP in 2003. As of the end of the quarter, nothing has been received in writing on this issue. During the month of June, USAID and COP Barry Reed visited each of the new cities to briefly introduce the program and answer any questions. In Q3



the UI team will hold a follow up meeting in each city and begin the needs assessment phase. Moreover, UI intends to conduct an introductory meeting involving representatives from the pilot and new cities to discuss the program. The impending local elections may delay that meeting.

Program Administration

In May, hiring approval was received for staff. Unfortunately, due to resignation notice requirements of their previous employers, the first permanent staff could only join UI in June. One additional permanent staff person will begin in July. UI plans to hire an additional 2-4 permanent staff in the near future.

On June 11-13, Training Resources Group (TRG) facilitated a teambuilding retreat for UI to begin the process of integrating the new staff with the consultants who worked on the PPLG. Rebecca Lawrence from the DC office also participated in the retreat. The staff came out of the retreat energized, together and ready for action. The following week, June 17-19, TRG facilitated a consulting skills workshop for some of the team to better prepare them for the work ahead. Again, participants expressed considerable satisfaction with the training and immediately began putting the lessons to use.

During the quarter, computers and furniture for the UI office were successfully procured. The only equipment still needed include a printer and a copier. However, UI has been unable to locate these in Zimbabwe and may have to procure them from outside the country.

An order was completed for two project vehicles, but as the quarter ended they still had not arrived. They should arrive in the third quarter.

In June, the proposed workplan was submitted to USAID for comments, but as of the end of the quarter comments had not yet been received.

III. DELIVERABLES AND REPORTS

The only project deliverables during the second quarter were trip reports. To date, the following trip reports were submitted:

- Chipinge, March 30 – April 1: CSO Grant Presentations
- Mutoko, April 3: Chief of Party Introduction
- Masvingo, April 9-11: Ministry Strategic Planning Workshop for Urban Councils
- Mutoko, April 17: CSO Profiling, Grant Preparations, Training Needs Assessment
- Gweru, April 17: UCAZ Training Institute Working Group Meeting
- Mutoko, April 24: CSO Profiling (cont'd), CSO Grant training for executive staff

The following reports are still to be submitted:

- Burgert Gildenhuys Trip Report, April
- Gweru Strategic Planning Workshop, May 6-9

- Mutoko CSO Grant Training, May 9
- Chipinge Town Strategic Planning Workshop, May 11-14
- Chipinge Town New Councilor Orientation, May 14-15
- Kadoma, Town Clerks Forum Meeting on UCAZ Training Institute, May 16
- Mutoko New Councilors Orientation, May 19-21
- Mutare, UCAZ Training Institute Stakeholders Workshop, May 27-30
- Gweru Strategic Planning Report Back and Finalization, May 4-6
- Dan Edwards Trip Report, June
- UCAZ Training Institute Announcement and AGM, June 16-18
- Introductory Meetings with New Cities, June 23-27

IV. PROBLEMS OR DELAYS AFFECTING THE TASK ORDER PERFORMANCE

The Program continued to experience problems related to the unstable political and economic environment, as well as hostile attitudes to CSOs, foreign governments and NGOs in Zimbabwe, and strained bilateral (USA-GoZ) relations. The letter of introduction from the Ministry of Local Government, Public Works and National Housing for the Chief of Party has not yet been received from USAID. This has restricted movement of the CoP and limited program effectiveness. Ultimately, UI received verbal communication to travel and undertake activities in the field, but the lack of written introductions continues to hamper progress. Periodically, the Ministry brings up the issue of the CoP's lack of an introduction letter. Moreover, UI only received final approval to hire proposed staff in May and due to notice requirements at current employers in June we still did not have all team members on board. This contributed to delays as well.

V. WORK PLANNED FOR THE NEXT REPORTING PERIOD

- Conduct needs assessment in each new city to determine LA training needs and other program activities.
- Sign contract with Chipinge CSO grantees and begin implementation.
- Develop plan of action for capacity building with identified Chipinge CSO's.
- Conduct CSO grant presentations in Mutoko and propose awards to USAID (after USAID approval finalize contracts and begin implementation).
- Hold orientation/kick-off workshop for LLGP (pilot and new LA's).
- Advertise CSO Grant RFA in remaining pilot LA's and conduct presentation meetings in each.
- Complete CSO profiling in Chipinge, Gwanda and Masvingo.
- Begin CSO profiling in new cities.
- Assist Gwanda with printing and distribution of a service delivery handbook.
- Continue RAP process in all pilot cities and start process in new cities.
- Conduct New Councilor orientation for Chipinge RDC.
- Finalize Scopes of Work for Consultants on PROMUN project and begin implementation.
- Start model procurement project in Town of Chipinge.



- Finalize financial management hardware/software options for Mutoko RDC, Chipinge RDC and Town of Chipinge.
- Facilitate public unveiling of new strategic plans in Gweru, Chipinge and Gwanda.
- Assist Kariba in preparation and distribution of first newsletter.
- Conduct training program on local governance for CSO's in Town of Chipinge.
- Assist with participatory budget approaches in all cities.
- Work with UCAZ Training Institute on workshop for new councilors and schedule.
- Begin development of model code of conduct/ethics with Town of Chipinge.
- Work on a series of local governance guidebooks for distribution to officials and the public.
- Identifying a host for a local governance website and library for information gathering and dissemination.

VI. SPECIFIC ACTION REQUESTED

The Urban Institute requests the following actions:

- 1) USAID provide written comments on the proposed program workplan.
- 2) USAID provide the USAID funded Local Authority credit rating reports and recommendations for each individual Local Authority rated to date. This would expedite the process of UI providing technical assistance in implementing the recommendations.
- 3) Expedited approval of new employees (to be named in the near future) in order to carry out all planned activities in pilot and new cities in a timely manner.